



















Economic Development Focus Area Measures and Targets

Strategy	Measure/Target	Reporting Department	Data Frequency	FY 2018 Annual Result	FY 2019 First Quarter Result	FY 2019 Outlook
Implement Workforce Development Program serving individuals with multiple barriers to employment*	Train 90 participants in highway construction, residential and commercial construction, and broadband and fiber optic cabling through community and corporate partnerships	Economic Development	Twice (August 2018 and July 2019)	189 individuals (cumulative) have been trained through Project PIECE 	78 individuals have been trained (on target)	More classes starting in Q2 
	Graduate at least 72 participants from the Workforce Development Program by June 2018	Economic Development	Twice (August 2018 and July 2019)	169 individuals (cumulative) have graduated through Project PIECE 	61 individuals have graduated (on target)	More classes starting in Q2 
	Place 51 individuals from the Workforce Development Program in employment opportunities by June 2018	Economic Development	Twice (August 2018 and July 2019)	160 individuals (cumulative) have been placed since 2018 	Classes too recently completed to determine job placement numbers	More classes starting in Q2 
Increase number of work experiences and internships through City programs*	Graduate at least 50% of enrolled participants from the Pre-Apprenticeship program for Transit Management by August 2019	Housing and Neighborhood Services	Annually in August 2019	Target met 	On target	Five students have graduated, an additional five to graduate by August 2019 
	Create proposal for City Council consideration to increase youth employment and internship opportunities to 1,000 by June 2019	Housing and Neighborhood Services	Once in June 2018	Proposal consideration is pending 	On target	Anticipated to be presented to City Council in 2019 
Connect individuals to jobs, apprenticeships, and other on-the-job training opportunities available through the private sector, educational institutions, and not-for-profit entities*	Create Corporate Advisory Councils for workforce development program by December 31, 2017	Economic Development	Once in January 2018	Corporate Advisory Committee meeting held June 13th, 2017 	Target met	Target met 
Stimulate private investment in targeted areas and within areas identified by the Community Investment Plan and Business Corridor Revitalization Plan. Examples include Smart Districts, Applied Innovation Corridor, the Northwest Corridor, the Eastland/Central Avenue Area, the West Boulevard area, Southpark Area, and the Freedom Drive Area*	Complete a North End Smart District public-private partnership agreement with developers by December 31, 2017	Economic Development	Once in January 2018	City Council authorized the City Manager to finalize and execute a reimbursement agreement with two developers. Camp North End (ATCO) will utilize \$15MM of CIP funds to leverage more than \$350MM in private investment (1:23 leverage ratio). River District (Lincoln Harris and Crescent Communities) will utilize \$31MM in public investment to leverage more than \$400MM in private investment as part of their Phase I development activities (1:12 leverage ratio) 	Target met	Target met 
	Revise economic development grant programs for City Council consideration by July 1, 2017	Economic Development	Once in June 2018	Staff has provided recommendations to the Economic Development Committee (Fall 2018) 	Complete	Staff has completed recommendations to the ED Committee and are waiting for review/approval 
	Complete a redevelopment framework strategy for Eastland Mall site	Economic Development	Once in June 2018	Staff is seeking opportunities to collaborate with development partners to continue with this effort and finalize a framework that allows for an effective public-private partnership that sets out to achieve the principles for redevelopment established by the community. Four development teams presented to the Economic Development Committee March 26, 2017. 	On target	Council approved on October 22, 2018 a partnership agreement. Staff is in the process of completing the predevelopment / due diligence work in partnership with a developer for the Eastland Mall site. 

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Invest in Airport facility improvements to meet domestic and international demand*	Continue to implement the Destination CLT program and Airport Area Strategic Development Plan	Aviation	Once in January 2018	Destination CLT: Projects under Destination CLT (Elevated Curbfront Roadway, Concourse A Expansion – Phase I, Concourse E Expansion, and Terminal Renovations) are currently underway. These projects are on or ahead of schedule and within project budgets. Design for the Terminal Lobby Expansion is underway, with a tentative start date of January 2019 for construction	Ongoing	These projects are on or ahead of schedule and within project budgets. Design for the Terminal Lobby Expansion is underway, with a tentative start date of summer 2019 for construction. Project AMP: Quattro (\$200M capital invest, 1500 jobs) land sale closed in July 2018 and is being developed for Amazon. Expected opening in fall 2019
Increase contracting opportunities for Minority, Women, Small Business Enterprise (MWSBE) firms through the Charlotte Business INclusion Policy*	FY2018 Target: 16% utilization	Management & Financial Services	Twice (Mid-year & Year-End)	Exceeded FY18 Projected spend percentage of 16%. Final spent is \$59,727,192. Current results have exceeded 18% for MWSBE's	Currently on track to exceed the FY19 target spend percentage of 16% established in the Balanced Score Card report	Percentage will not be determined until completion of FY19.
Simplify and clarify regulatory processes for real estate developers and businesses*	Use technology to make processes simpler for staff and customers	Planning, Engineering & Property Management	Twice (midyear and yearend)	Target is on track. Implemented OpenCounter (part of One Stop Shop) for small businesses, with the first upgrade implemented in November 2018. In July automated Charlotte Water's Development Services work flows and incorporated them into Accela to offer electronic plan reviews. In October, City/County executed the new governance and established the new Unified Development Services Committee. Coordinating with County for improvement of their automated system for placement and release of permit holds and certificate of occupancy holds. Overall system is working effectively	Two initiatives identified in FY19: (1) EPermitHub implementation; and (2) Data Analytics RFQ. City seeks to replace it's current electronic plan review module provided by Accela with Accela partner EPermitHub's more sophisticated electronic plan review software. City also seeks to acquire, through a competitive qualified selection process, a data analytics application to better analyze and visualize valuable land development project data	Implement EpermitHub by June 2019. Implement a data analytics application by June 2019
Provide and connect small businesses, including immigrant-owned and international businesses, to networking and learning opportunities in order to grow and operate more effectively*	300 small business survey respondents and focus group participants (in conjunction with Mecklenburg County) and outreach to 100 immigrant-owned and international businesses by December 31, 2017	Economic Development	Once in January 2018	300 small businesses have been surveyed in conjunction with Mecklenburg County. Additional outreach to another 200 International SBOs is currently underway.	Target met	Target met
Update economic development grant programs to better align with business needs and community goals*	Create and adopt new and improved policy guidelines for Business Investment Grant Program by December 31, 2017	Economic Development	Annually in January 2018	Presentations to Economic Development Committee has not been determined due to pressing agenda items	Target not met	Presentations to Economic Development Committee is expected to begin after the Economic Development Strategic Plan is adopted